



**Executive Leadership and Strategic Engagement Committee (EC)  
of the West Michigan Works! (WMW) Workforce Development Board (WDB) Meeting  
Grand Rapids NW Service Center**

**215 Straight Ave NW Grand Rapids, MI 49504**

**The public may attend in-person or by remote participation via Teams.**

**[Join the meeting now](#)**

**Meeting ID: 212 742 721 165 Passcode: bJiwPE**

**Monday, September 16, 2024 • 11:30 a.m. – 1:00 p.m.**

**AGENDA**

1. Call to Order
2. Public Comment – Agenda Items
3. Approval of the May 13, 2024 Minutes **Action Required**
4. Introduction of Tracy Swinburn – Strategic Policy Consultants **Information Item**
5. Report on Financial Activities- Notes to June 2024 Board Financials  
*Kirsti Jones, Chief Financial Officer* **Information Item**
6. Bylaws of the WMW WDB **Action Required**  
*Tawanna Wright, Staff Attorney*
7. WDB Term of Office  
*Jacob Maas, Chief Executive Officer*
  - a. Member Term of Office: November 1, 2023 – October 31, 2025 **Action Required**
  - b. Member Term of Office: November 1, 2024 – October 31, 2026 **Action Required**
8. WDB Activities  
*Janette Monroe, Executive Assistant*
  - a. October 14, 2024 Meeting Agenda **Discussion Item**
  - b. 2025 Meeting Schedules **Action Required**
9. Strategic Plan Progress **Discussion Item**  
*Tracy Swinburn, One-Stop Operator*
10. WDB Committee/Council Updates **Information Item**
  - a. Career Educational Advisory Council (CEAC): *Tonia Castillo, Committee Chairperson*
  - b. Legislative Committee: *Jim Fisher, Committee Chairperson*
  - c. Solutions Driven Committee: *Jordan Clark, Committee Chairperson*
  - d. Ad-Hoc: Essential Service Awards Committee: *Mark Bergsma, Committee Chairperson*
11. Other Business
12. Public Comment
13. Adjournment

**Next Scheduled Executive Leadership and Strategic Engagement Committee Meetings:  
November 18, 2024**



**Executive Leadership and Strategic Engagement Committee (EC)  
of the West Michigan Works! (WMW) Workforce Development Board (WDB) Meeting  
Grand Rapids NW Service Center**

**215 Straight Ave NW Grand Rapids, MI 49504**

**The public may attend in-person or by remote participation via Teams.**

**[Join the meeting now](#) Meeting ID: 232 249 485 573 Passcode: gE5j2X**

**Monday, May 13, 2024 ▪ 11:30 a.m. – 1:00 p.m.**

### MINUTES

**Members/Alternates Present:** Heather Daniel (Chairperson), Shana Lewis (Vice-Chairperson) (virtual), Mark Bergsma, Tonia Castillo, Jordan Clark, Paul David, Jim Fisher (virtual), Jon Hofman

**Members/Alternates Absent:** None

**Staff Present:** Jacob Maas, Kirsti Jones, Janette Monroe, Jeff Dornbos (virtual), Tawanna Wright (virtual), Malinda Powers

**Guests Present:** Call to Order, Madam Chairperson Heather Daniel at 11:38 a.m.

1. Call to Order and Attendance
2. Public Comment – Agenda Items – None.
3. Approval of the March 11, 2024 Minutes

**Action Required**

**Motion – Jordan Clark**

**Second – Jon Hofman**

**Item Approved – Motion approved**

4. Report on Financial Activities **Information Item**  
*Kirsti Jones, Chief Financial Officer*
  - a. ACSET Financial Report- Notes to March 2024 Board Financials  
 Kirsti Jones reviewed ACSET's statement of revenue and expenditures for the nine months ending March 31, 2024. Staff answered board members' questions.
  - b. FYE 2025 Budget  
 Kirsti Jones reported that the FYE 2025 Budget was approved by the ACSET Governing Board at its April meeting. Kirsti reviewed the budget as requested. Discussion took place and staff answered board members' questions.
5. Michigan Statewide Workforce Plan **Discussion Item**  
 Jacob Maas, Chief Executive Officer, reported that the Michigan Department of Labor and Economic Opportunity (LEO) plans to present its Statewide Workforce Plan to the workforce development board at the June 10 meeting. Jacob reported that the plan highlighted many key partners and initiatives helping to address skills gaps, retention, apprenticeships, training and many other workforce initiatives across the state. Jacob requested that EC members look through the plan and prepare to provide feedback and ask questions during the presentation. Discussion took place and Jacob answered board members' questions.
6. Executive Committee Structure **Discussion Item**  
 Heather Daniel, WDB Chairperson, reported that she and Shana Lewis, WDB Vice-Chairperson, recently met to discuss the structure of the executive committee and the workforce development board meetings. Discussion took place on ways to improve board member engagement, including creating an "executive summary" by using agenda information to facilitate dialogue and feedback; implementing a preferred

executive committee structure, and introducing "Board Member Spotlights" where board members can showcase their role, years of service, and partnerships with WMW, and lastly adding WDB member headshots to the board roster on the WMW website.

## 7. WDB Activities

- a. Designation of Nomination Committee for Terms of Office and Vacancies **Action Required**  
Janette Monroe, Executive Assistant, reported that sixteen (16) current board members' term of office will expire on October 31, 2024. Janette reviewed that in 2017, the EC established that the nomination committee would be designated and staffed by executive members whose term of office are not expiring. This year, those EC members are Tonia Castillo, Jordan Clark, Paul David, Jim Fisher, Jon Hofman, and Shana Lewis. Board applications will open in June.

**Motion – Jon Hofman**

**Second – Tonia Castillo**

**Item Approved – Motion approved**

- b. June 10, 2024 Meeting Agenda **Discussion Item**  
Janette Monroe reported that the State of Michigan Department of Labor and Economic Opportunity (LEO) will present the state workforce plan, as Jacob referenced in Item #5. Discussion took place on any additional meeting suggestions. Based on discussion that took place in Item #6, recommendations for board meeting structure will be presented to the WDB, and in addition Paul David is going to provide the first board member spotlight to showcase to the board, and update from the Executive Committee to the workforce board's future engagement. Jacob reported that there should be additional information provided on MiCareerQuest data.

## 8. WMW WDB Subcommittees Updates

**Discussion Item**

- a. Career Educational Advisory Council (CEAC)  
Tonia Castillo, WDB Member and Council Chairperson, reported that the CEAC met on January 26, 2024. The council discussed grant updates, metrics, member activities, and initiatives taking place throughout the region. The next CEAC meeting is scheduled for May 17, 2024. Discussion took place on CTE sites at various employers.
- b. Legislative Committee  
Jacob Maas, on behalf of Jim Fisher, WDB Member and Committee Chairperson, reported that the committee met on April 16, 2024. The committee discussed Stronger Workforce for American Act and Trade Adjustment and Assistance, the MWA 2024 State Legislative Priorities, MWA Legislative Day, the National Association of Workforce Boards (NAWB) Forum, and upcoming legislative tours and visits. The next meeting is scheduled for July 16, 2024. Further, Jacob noted that WMW will be hosting a tour/visit with Rep. Nancy DeBoer at the Holland Service Center on May 17, 2024.
- i. Nomination of Legislative Committee Member: **Action Required**  
Jacob reported that Nate Henschel, Community Affairs Manager with Consumers Energy, was recently appointed to the WDB. Nate previously served on the Legislative Committee in his previous role and would like to re-join the committee. Jacob requested approval from the WDB Chairperson to support the nomination of Nate to serve as a member of the Legislative Subcommittee.  
**Madam Chairperson Heather Daniel supported the nomination to appoint Nate Henschel to serve on the Legislative Committee.**
- c. Solutions Driven Committee  
Jordan Clark, WDB Member and Committee Chairperson, reported that the committee met on April 12, 2024. Jordan reported that a couple of additional partners and WDB members

participated in the meeting to discuss Retention Solutions and Digital Literacy. The next meeting is scheduled for June 14, 2024; WDB members and partners will be invited to attend.

d. Ad-Hoc Essential Service Awards (ESA) Committee:

Mark Bergsma, Ad-Hoc Chairperson, reported that the committee is in its planning stages for the 2024-2025 Essential Service Awards. Mark reviewed the timeline with the board as provided at the meeting. Mark would like to encourage board members at the June board meeting to promote the awards once open for nominations. In addition, Malinda Powers, Marketing & Communications Director, reported that the committee is also looking into re-naming or re-branding the awards.

9. Other Business – None.

**Discussion Item**

10. Public Comment – None.

11. Adjournment at 1:05p.m. by Madam Chairperson Heather Daniel.

Recorded by: \_\_\_\_\_ Received by: \_\_\_\_\_

**ADMINISTRATIVE OFFICE**

Area Community Services  
Employment & Training Council  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4100

**SERVICE CENTERS****Allegan County**

3255 122nd Ave  
Allegan, MI 49010  
(269) 686-5079

**Barry County**

130 E State St  
Hastings, MI 49058  
(616) 649-9850

**Ionia County**

603 W Adams St  
Ionia, MI 48846  
(616) 389-8525

**Kent County**

Grand Rapids NW Service Center  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4460

Grand Rapids SE Service Center  
121 Martin Luther King Jr St SE  
Grand Rapids, MI 49507  
(616) 336-4040

Rockford Service Center  
10075 Northland Dr NE  
Rockford, MI 49341  
(616) 228-6724

**Montcalm County**

114 S Greenville W Dr  
Greenville, MI 48838  
(616) 754-3611

**Muskegon County**

316 Morris Ave  
Muskegon, MI 49440  
(231) 724-6381

**Ottawa County**

12331 James St, Suite 130  
Holland, MI 49424  
(616) 396-2154

**MEMORANDUM**

**TO:** Executive Leadership and Strategic Engagement Committee  
(Executive Committee or EC) of the West Michigan Works! (WMW)  
Workforce Development Board (WDB)

**FROM:** Kirsti Jones, Chief Financial Officer

**DATE:** September 16, 2024

**RE:** June 2024 Board Financials

**Revenue**

Revenue for the twelve months ending June 30, 2024, total \$46.6M which is \$776k (1.70%) over budgeted revenue and \$10.3M over prior year revenue.

**Expenditures**

Operating expenses are under the modified FY23-24 budget by 2.05%. Revenue and training are higher than expected due to Going Pro Talent Fund (GPTF) spending.

Wages and fringe benefits are up \$1.1Mk over the prior year; \$423k of the increase is due to annual wage increases for the staff and \$392k is due to increased health insurance rates.

Outside services are up by \$113k compared to the prior year including \$187k which was spent as part of the Elevate program (Formerly Career Point) to contract with The Source to administer the grant during the current fiscal year.

Equipment purchases are lower than in the prior year due to lower costs on the annual computer replacement purchases.

Other expenses increased \$151k due to increased spending for the annual MiCareerQuest event.

Training expenses are above the prior year by \$10.9M due to increased funding/spending for GPTF.

**Area Community Services Employment and Training Council**  
**Michigan Works Agency Programs**  
**Statement of Revenue & Expenses**  
**For the Twelve Months Ending June 30, 2024**

	YTD Thru June 2024 Actual	YTD Thru June 2023 Actual	Mod #1 YTD 2023/2024 Budget	Budget Variance	Budget Variance %
<b>Total Revenue</b>	\$ 46,552,621	\$ 36,281,703	\$ 45,776,500	\$ 776,121	1.70%
<b>Expenses</b>					
<b>Operating Expenses</b>					
<b>Wages</b>	\$ 11,769,477	\$ 11,129,090	11,877,500	\$ (108,023)	-0.91%
<b>Fringe Benefits</b>	4,345,099	3,919,194	4,250,000	95,099	2.24%
<b>Consumable supplies</b>	969,543	1,132,205	950,000	19,543	2.06%
<b>Transportation</b>	192,675	155,079	230,000	(37,325)	-16.23%
<b>Outside services</b>	1,079,998	967,454	1,420,000	(340,002)	-23.94%
<b>Space and communications</b>	1,555,461	1,700,549	1,490,000	65,461	4.39%
<b>Equipment rent and maint</b>	75,737	50,233	65,000	10,737	16.52%
<b>Equipment purchases</b>	35,407	188,953	100,000	(64,593)	-64.59%
<b>Other expense</b>	880,580	729,122	960,000	(79,420)	-8.27%
<b>Total Operating Expense</b>	20,903,976	19,971,878	21,342,500	(438,524)	-2.05%
<b>Subcontractors</b>	\$ 625,123	\$ 702,623	\$ 1,121,000	\$ (495,877)	-44.24%
<b>Training</b>	\$ 22,678,598	\$ 13,188,412	\$ 20,552,000	\$ 2,126,598	10.35%
<b>Direct Client Expenses</b>	\$ 2,344,924	\$ 2,418,790	\$ 2,761,000	\$ (416,076)	-15.07%
	\$ 25,648,644	\$ 16,309,825	\$ 24,434,000	\$ 1,214,644	4.97%
<b>Total Expenses</b>	46,552,621	36,281,703	45,776,500	776,121	1.70%
<b>Excess of Revenue over Expense</b>	-	-	-	-	0.00%

Unaudited

**ADMINISTRATIVE OFFICE**

Area Community Services  
Employment & Training Council  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4100

**SERVICE CENTERS****Allegan County**

3255 122nd Ave  
Allegan, MI 49010  
(269) 686-5079

**Barry County**

130 E State St  
Hastings, MI 49058  
(616) 649-9850

**Ionia County**

603 W Adams St  
Ionia, MI 48846  
(616) 389-8525

**Kent County**

Grand Rapids NW Service Center  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4460

Grand Rapids SE Service Center  
121 Martin Luther King Jr St SE  
Grand Rapids, MI 49507  
(616) 336-4040

Rockford Service Center  
10075 Northland Dr NE  
Rockford, MI 49341  
(616) 228-6724

**Montcalm County**

114 S Greenville W Dr  
Greenville, MI 48838  
(616) 754-3611

**Muskegon County**

316 Morris Ave  
Muskegon, MI 49440  
(231) 724-6381

**Ottawa County**

12331 James St, Suite 130  
Holland, MI 49424  
(616) 396-2154

**MEMORANDUM**

**TO:** Executive Leadership and Strategic Engagement Committee  
(Executive Committee or EC) of the West Michigan Works! (WMW)  
Workforce Development Board (WDB)

**FROM:** ACSET Legal Department

**DATE:** September 16, 2024

**RE:** WDB Bylaws Language Addressing the Proxy and Alternative  
Designee Process

**Background**

During the period of June 25-28, 2024, the U.S. Department of Labor (DOL), Employment and Training Administration (ETA) Regional Office conducted a WIOA Key Provisions Monitoring Review on West Michigan Works! programs.

On August 7, 2024, WMW received the following finding from USDOL with respect to the WDB bylaws:

**“WDB By-Laws Missing Required Content – West Michigan Works!  
(Objective 3.a.3 Internal Controls)**

The West Michigan Works! Local Workforce Development Board (LWDB) by-laws are missing required content as follows:

The by-laws did not include a proxy and alternative designee process that will be used when an LWDB member is unable to attend a meeting and assigns a designee.

Section 20 CFR 679.310(g)(5) states:

The CEO must establish by-laws, consistent with State policy for LWDB membership, that at a minimum address “...(4) The proxy and alternative designee process that will be used when a WDB member is unable to attend a meeting and assigns a designee as per the requirements at 20 CFR 679.110(d)(4).”

The lack of a proxy and alternative designee process was identified in the monitoring report dated November 30, 2018. The LWDB subsequently made the specific determination to not provide a process to allow its members to attend meetings via a proxy or alternative designee and failed to update its by-laws in accordance with this requirement.

It is important for local boards to formalize this process in the by-laws as this ensures that LWDB members can add value to meetings with stakeholders, education partners, and employers and participate in decision making and strategy development of the LWDB.

**Corrective Action:** The State must ensure that the LWDB by-laws are updated to include all required content. The State must provide a copy of amended, fully executed by-laws to the Regional Office in response to this report.”

As requested by the USDOL, WMW is submitting two possible language options for the Executive Committee’s consideration that will address the “Proxy or Alternative Designee Process” in Article VI “Meeting” of the WDB Bylaws. Attached please find the Article VI of the WDB Bylaws with proposed changes, which are either highlighted or stricken.

### Requested Action

WMW is requesting the Executive Committee’s guidance on which language draft to present for vote to the full WDB at the October 14, 2024 meeting.

**WDB DRAFT LANGUAGE OPTIONS**  
**Proxy Alternative Designee Process**

ARTICLE VI: MEETINGS

Section 1: Regular Meetings. At the first regular meeting after the annual appointment of new members by the Governing Board, the WDB shall set a day and time for the regular monthly meeting of WDB during the next 12 months. Meetings will be held at least once each quarter. An annual schedule of meetings must be submitted to the LEO-WD and posted on ACSET's website by January 15 of each year.

Section 2: Special Meetings. At the discretion of the Chairperson, or upon the written request of five or more members of the WDB, a special meeting of WDB may be called, provided that written notice is mailed to each member at least seven calendar days prior to the day on which the special meeting shall be held. This written notice must state the time, place and purpose of the meeting, and the business of the special meeting must be confined to the items described in the notice.

Section 3: Quorum and Voting. A quorum shall exist when a majority of the current members of the WDB are present. A member is "present" for purposes of a quorum when he or she is either physically present at an in-person meeting or virtually present via electronic means in compliance with applicable law and the ACSET West Michigan Works! Virtual Meeting Policy. A motion shall be passed or defeated by a majority of those members voting at a meeting where a quorum has been established. Each member shall be entitled to one vote. ~~No proxies or substitutes shall be permitted.~~

**Option 1**

Section 4: Proxy and Alternative Designee Process. A WDB member who is unable to attend a meeting may assign a proxy or alternative designee to attend the meeting in his or her absence. The proxy or alternative designee must meet the following two requirements:

1. The proxy or alternative designee must either be a business representative or must have demonstrated experience and expertise. Demonstrated experience and expertise means an individual with documented leadership in developing or implementing workforce development, human resources, training and development, or a core program function and may include individuals with experience in education or training of job seekers with barriers to employment; and
2. The proxy or alternative designee must be an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action.

The member must send the name of the proxy or alternative designee to the Board Chair prior to the scheduled board meeting. The proxy or alternative designee may participate in meetings to the extent allowable under Michigan's Open Meetings Act.

## Option 2

Section 4: Proxy and Alternative Designee Process. A member of the board may designate a representative to attend a WDB meeting in his or her absence. The proxy or designated representative must also have “optimum policy making or hiring authority” within the same organization.

The proxy or alternative designee must meet the following requirements:

1. An alternative designee from the business sector must have either hiring authority, or “optimum policy-making authority”, as defined in Article III, Section (2)(E) of these bylaws.
2. An alternative designee representative from any other sectors must have demonstrated experience and expertise in addition to optimum policy-making authority. “Demonstrated experience and expertise” means an individual with documented leadership in developing or implementing workforce development, human resources, training and development, or a core program function and may include individuals with experience in education or training of job seekers with barriers to employment.

Any member who chooses to designate a proxy or alternative designee must give as much advance notice as possible under the circumstances to the Board Chair prior to the scheduled board meeting. The notice must include the full name, job title, email address, and name of organization the individual will represent, along with a brief explanation of how the individual meets the proxy or alternative designee requirements. The proxy or alternative designee may act on behalf of the board member to the extent allowable under Michigan’s Open Meetings Act.

Section 54: Conflict of Interest. All WDB members and Committee members shall comply with the ACSET Conflict of Interest and Nepotism Policy, which is applicable to all ACSET officers and agents. If it is established at a meeting of the WDB that a member knowingly violated this Policy, the Chief Executive Officer of ACSET will report that finding to the ACSET Governing Board at its next meeting and ACSET may terminate any contract or contracts which are the subject of the violation. The Chief Executive Officer of ACSET may also request that the Governing Board remove the offending member from the WDB. Notice of the alleged violation will be provided in the written agenda for the WDB meeting.

Section 65: Conduct of Meetings. The current edition of Robert's Rules of Order Newly Revised will be the official document governing the conduct of meetings of WDB, and all its committees except as it may conflict with these bylaws, special rules of order WDB may adopt, WIOA, and applicable federal or state statutes or regulations.

Section 76: Compliance with Open Meetings Act. The WDB and the Executive Committee will abide by the provisions of the State of Michigan's "Open Meetings Act." A notice of the date, time and place of meetings will be posted in advance.

Participation in meetings of WDB or its committees shall be limited to members except in the following cases:

1. Non-members specifically invited to give information to WDB;
2. Non-members who desire to address WDB and who are recognized for that purpose by the Chairperson at appropriate points during the meeting; and
3. Members of Committees who are not members of the WDB may participate in committee meetings.

Section 87: Virtual Meeting Attendance.

A. Any member of the Board may participate in a meeting of the Board or a committee thereof by virtual means when permitted by law and the ACSET West Michigan Works! Virtual Meeting Policy. Upon confirmation by the Chairperson that a board member's virtual attendance at a meeting is permissible under applicable law, the Chief Executive Officer of ACSET, or his or her designee, will make accommodations will be made for that board member to attend the meeting by virtual means, as defined herein. The Board member requesting virtual participation should notify the Board Chairperson or the ACSET CEO in writing by 12:00 noon two (2) business days prior to the meeting so that teleconferencing and/or videoconferencing can be arranged. Any board member who attends a meeting virtually will be indicated on the meeting minutes as "Present via teleconferencing."

B. Participation by virtual means is defined as a method of participation in the meeting from a remote location by telephonic, video conferencing, or other electronic methods that provides for:

1. Two – way communication, so that all members of the Board, including those physically present and those who are participating by electronic methods, can hear each other; and
2. Members of the public attending the meeting, either physically or by electronic means, can hear all members of the Board, including those who are physically present and those who are participating by electronic means, and be heard by all members of the Board participating in the meeting during the public comment period. If a meeting of the Board is being held electronically, the Board may use appropriate technology to facilitate typed public comments during the meeting submitted by members of the public participating in the meeting that may be read to or shared with members of the Board and other participants to enable members of the public to be heard by others and be permitted to address the meeting during the public comment period.

Section 98: Minutes. Minutes of all meetings of the WDB and the Executive Committee shall be duly recorded and made available to all interested parties, as required by law. Members of the WDB and the Executive Committee shall review, amend as necessary, and approve the Minutes by formal action at their next meeting. Copies of minutes of meetings shall be posted on ACSET's Internet website within five (5) business days of their approval. Such minutes shall remain posted on the website for at least two (2) years.



**ADMINISTRATIVE OFFICE**

Area Community Services  
Employment & Training Council  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4100

**SERVICE CENTERS**

**Allegan County**  
3255 122nd Ave  
Allegan, MI 49010  
(269) 686-5079

**Barry County**  
130 E State St  
Hastings, MI 49058  
(616) 649-9850

**Ionia County**  
603 W Adams St  
Ionia, MI 48846  
(616) 389-8525

**Kent County**  
Grand Rapids NW Service Center  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4460

Grand Rapids SE Service Center  
121 Martin Luther King Jr St SE  
Grand Rapids, MI 49507  
(616) 336-4040

Rockford Service Center  
10075 Northland Dr NE  
Rockford, MI 49341  
(616) 228-6724

**Montcalm County**  
114 S Greenville W Dr  
Greenville, MI 48838  
(616) 754-3611

**Muskegon County**  
316 Morris Ave  
Muskegon, MI 49440  
(231) 724-6381

**Ottawa County**  
12331 James St, Suite 130  
Holland, MI 49424  
(616) 396-2154

**MEMORANDUM**

**TO:** Executive Leadership and Strategic Engagement Committee  
(Executive Committee or EC) of the West Michigan Works! (WMW)  
Workforce Development Board (WDB)

**FROM:** Jacob Maas, Chief Executive Officer

**DATE:** September 16, 2024

**RE:** Member Term of Office: November 1, 2023 – October 31, 2025

**Background**

As of September 2024, the West Michigan Works! Workforce Development Board was notified that David Kitchen, representing the organized labor sector will be stepping down from the board. David made a recommendation to have Bryce Butler serve his remaining term. Since, Bryce has verbally committed and will be applying to serve on the board. Staff have since received an application from Bryce to fill David’s seat for the remainder of the term of office.

In addition, Kolene Miller whom previously represented Perrigo, Inc. over the past couple of years has also stepped down from serving on the board. The nomination committee is not seeking to fill this seat at this time.

<b>Business (1): vacant</b>
<b>Organized Labor/Employee Rep (1): Bryce Butler</b>

**Requested Action**

The WMW WDB Nomination Committee is requesting approval from the Executive Leadership Committee to support the replacement of David Kitchen with Bryce Butler through October 31, 2025. A request for formal appointment by the ACSET Governing Board will take place at the October 26, 2024 meeting.

*West Michigan Works! is a division of ACSET, an equal opportunity employer/program and a proud partner of the American Job Center network. Auxiliary aids and services are available upon request to individuals with disabilities. West Michigan Works! is supported by state and federal funds; more details at westmiworks.org/about/. TTY 711.*



**ADMINISTRATIVE OFFICE**

Area Community Services  
Employment & Training Council  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4100

**SERVICE CENTERS**

**Allegan County**

3255 122nd Ave  
Allegan, MI 49010  
(269) 686-5079

**Barry County**

130 E State St  
Hastings, MI 49058  
(616) 649-9850

**Ionia County**

603 W Adams St  
Ionia, MI 48846  
(616) 389-8525

**Kent County**

Grand Rapids NW Service Center  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4460

Grand Rapids SE Service Center  
121 Martin Luther King Jr St SE  
Grand Rapids, MI 49507  
(616) 336-4040

Rockford Service Center  
10075 Northland Dr NE  
Rockford, MI 49341  
(616) 228-6724

**Montcalm County**

114 S Greenville W Dr  
Greenville, MI 48838  
(616) 754-3611

**Muskegon County**

316 Morris Ave  
Muskegon, MI 49440  
(231) 724-6381

**Ottawa County**

12331 James St, Suite 130  
Holland, MI 49424  
(616) 396-2154

**MEMORANDUM**

**TO:** Executive Leadership and Strategic Engagement Committee  
(Executive Committee or EC) of the West Michigan Works! (WMW)  
Workforce Development Board (WDB)

**FROM:** Jacob Maas, Chief Executive Officer

**DATE:** September 16, 2024

**RE:** Member Term of Office: November 1, 2024 – October 31, 2026

---

**Background**

As of September 2024, the West Michigan Works! Workforce Development Board had 16 board members whose term of office expire on October 31, 2024. Of those members, the following members have notified staff they will not be reapplying.

Kristin Garris from Goodwill Industries of West Michigan and Kenyatta Brame from Cascade Engineering.

In addition, there are two notable changes to the slate. Greg King recently left Lakeshore Advantage and has reapplied as an economic development representative from the Greater Muskegon Economic Development which was previously filled by Morgan Carroll and Lindsay Maunz has applied to fill Greg’s seat, from Lakeshore Advantage.

Lastly, Connie Stewart who was serving as the interim President of Montcalm Community College (MCC), reported that Dr. Bradley Barrick was recently hired as the new President. Since, Dr. Barrick has verbally committed and will be applying to serve on the board.

The nomination committee has met and determined that the full board composition needs at least 1-3 more members representing the private/business sector to serve on the board. We are not required to fill the Community Based Organization seat at this time. These changes will allow the WDB to stay in compliance with federal regulations.

A few private sector recommendations have been made and we will be working with those nominees seeking interest in joining the board. The nomination committee hopes to have a full slate to seek support from the full board in October.

The proposed slate of applicants is listed on the next page.

*West Michigan Works! is a division of ACSET, an equal opportunity employer/program and a proud partner of the American Job Center network. Auxiliary aids and services are available upon request to individuals with disabilities. West Michigan Works! is supported by state and federal funds; more details at westmiworks.org/about/. TTY 711.*

<b>Business (6):</b> Nora Balgoyen, Mark Bergsma, Heather Daniel, Nate Henschel, Sara Whisler, <b>vacancy</b>
<b>Community-Based Organization (3):</b> TaRita Johnson, Jen Schottke, Mark Thomas
<b>Economic Development (2):</b> Gregory King Lindsay Maunz
<b>Higher-Education (2):</b> Bradley Barrick, Dan Rinsema-Sybenga
<b>Organized Labor/Employee Rep (1):</b> Daniel TenHoopen
<b>Vocational Rehab (1):</b> Cathy Cronick

### Requested Action

The WMW WDB Nomination Committee is requesting approval from the Executive Leadership Committee to support the above-listed slate of members with the term of office dates November 1, 2024 through October 31, 2026. A formal appointment by the ACSET Governing Board will take place at the October 26, 2024 meeting.



**ADMINISTRATIVE OFFICE**

Area Community Services  
Employment & Training Council  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4100

**SERVICE CENTERS**

**Allegan County**  
3255 122nd Ave  
Allegan, MI 49010  
(269) 686-5079

**Barry County**  
130 E State St  
Hastings, MI 49058  
(616) 649-9850

**Ionia County**  
603 W Adams St  
Ionia, MI 48846  
(616) 389-8525

**Kent County**  
Grand Rapids NW Service Center  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4460

Grand Rapids SE Service Center  
121 Martin Luther King Jr St SE  
Grand Rapids, MI 49507  
(616) 336-4040

Rockford Service Center  
10075 Northland Dr NE  
Rockford, MI 49341  
(616) 228-6724

**Montcalm County**  
114 S Greenville W Dr  
Greenville, MI 48838  
(616) 754-3611

**Muskegon County**  
316 Morris Ave  
Muskegon, MI 49440  
(231) 724-6381

**Ottawa County**  
12331 James St, Suite 130  
Holland, MI 49424  
(616) 396-2154

**MEMORANDUM**

**TO:** Executive Leadership and Strategic Engagement Committee  
(Executive Committee or EC) of the West Michigan Works! (WMW)  
Workforce Development Board (WDB)

**FROM:** Janette Monroe, Executive Assistant

**DATE:** September 16, 2024

**RE:** 2025 Meeting Schedules

---

**Background:**

We would like to propose the following dates for the upcoming 2025 Executive Committee and Workforce Development Board Meetings.

**Executive Committee at 11:30 a.m. – 1:00 p.m.**

- January 13, 2025
- March 10, 2025
- May 12, 2025
- September 15, 2025
- November 10, 2025

**Workforce Development Board at 12:00 p.m. (lunch at 11:30 a.m.) – 1:30 p.m.**

- February 10, 2025
- April 14, 2025
- June 9, 2025
- October 13, 2025
- December 8, 2025 (Annual Meeting Combined with Governing Board)

**Requested Action:**

We are requesting support and approval from the EC of the 2025 meeting schedules.

*West Michigan Works! is a division of ACSET, an equal opportunity employer/program and a proud partner of the American Job Center network. Auxiliary aids and services are available upon request to individuals with disabilities. West Michigan Works! is supported by state and federal funds; more details at westmiworks.org/about/. TTY 711.*



## Strategic Plan Progress 9/2024

### Customer-Focused Strategies

Activity	Department	Timeframe
<b>Engage local talent, especially area youth, by providing work-based experiences that build occupational awareness and career pathways in the local economy.</b>		
• MiCareer Quest	D&I	Annual
• MiCareerLaunch	D&I	Spring/Fall
• Work Experience Programs (Youth)	D&I	Summer/Ongoing
• Work Experience Programs (PATH)	TS	Ongoing
• OJT, GPTF, IWT	BSU	Ongoing/Annual
• Industry Talent Council Career Exploration events, Career Carnival	BSU	Ongoing
<b>Increase connections with diverse talent through expanded partnerships and outreach efforts.</b>		
• Ascend Partnership Engagement	D&I	Annual
• Community Outreach	All	Ongoing
• TDI/Resource Navigator outreach	TS	Ongoing
• Community Based Events	All	Ongoing
• Partnerships for Career Pathways w/ CBOs	All	Ongoing
• Hybrid/Virtual Services	All	Ongoing
• Special Populations Initiatives	TS	Ongoing



<b>Expand employability skills training services to new, targeted audiences across the region.</b>		
• WorkReady	D&I	Ongoing
• One-on-one evidence based career coaching	TS/D&I	Ongoing
• Retention Solutions Network	D&I	Ongoing
• Career Point development & expansion	D&I	Ongoing
<b>Establish and expand services that provide solutions for retention of employees at West Michigan employers.</b>		
• Retention Solutions Network – expansion; connections with ITCs	D&I	Ongoing
• Work-based Trainings (OJT, IWT, WEP, GPTF)	BSU	Ongoing
• HireReach	D&I	Ongoing

## System-Focused Strategies

Activity	Department	Timeframe
<b>Advocate for systems and resources that lessen barriers to success for employers and underserved communities in West Michigan.</b>		
• Legislative Advocacy / Testimonials / Service Center Tours	Legislative committee	Annual
• WMW Intermediary Services for Registered Apprenticeships	BSU	Ongoing



• Business Solutions Professional model	BSU	Ongoing
• Industry Talent Councils	BSU	Ongoing
• Early childcare development talent pipeline project	TS	Completed
• Community Conversations	All	Ongoing
• Diverse Funding Sources	All	Ongoing
• Resource Navigator outreach	TS	Ongoing
<b>Facilitate career pathways for the region's key industries in partnership with industry councils and postsecondary institutions.</b>		
• Elevate	D&I	Ongoing
• CareerPoint Workshops	D&I	Ongoing
• CEAC	BSU	Ongoing
• Industry Talent Council efforts	BSU	Ongoing
• Hot Jobs Report	BSU	Annual
• Career Pathway Guides	BSU	Completed
<b>Enhance the positive reputation of West Michigan Works! through brand association with workforce resources and opportunities</b>		
• Staff serve as ambassadors	All	Ongoing
• Partnership activities	All	Ongoing
• Marketing & outreach activities	Marketing	Ongoing
• National connections, presentations, & consulting	All	Ongoing



## Capacity-Building Strategies

Activity	Department	Timeframe
<b>Develop mechanisms that enable the organization to capitalize on successful initiatives and pursue different sources of funding.</b>		
• Strategic Workforce Solutions	Admin	Ongoing
• Industry Talent Councils	BSU	Ongoing
• National connections, presentations, & consulting	All	Ongoing
<b>Develop robust systems for professional development in support of a culture that emphasizes staff diversity and inclusion, training, and empowerment.</b>		
• Learning Management System	HR	Ongoing
• Our Community Listens	All	Ongoing
• DE&I staff workgroup	All	Ongoing
• Strategic Plan / Solutions-Driven sessions	Admin	Triannual
<b>Improve communication among staff departments in support of a culture that prioritizes team-based approaches and solutions-driven strategies.</b>		
• All staff & Managers retreat	Admin	Annual
• Managers Call	Admin	Monthly
• Ask Anything – All Staff	Admin	Quarterly
• SharePoint roll out	Admin	2024
• LaunchPad Integration of Services	Admin	2024



## Accountability Strategies

Activity	Department	Timeframe
<b>Engage board members in ongoing continuous improvement through subcommittees and workgroups that reinforce strategic priorities.</b>		
• Solutions-Driven Committee	Admin	Triannual
• CEAC	Admin	Triannual
• Legislative Committee	Admin	As needed
• Ad-Hoc Committees (ex: Essential Service Awards Committee)	Admin	As Needed
<b>Conduct annual reviews of service delivery models and execution to ensure equity, consistency, and quality at all West Michigan Works! Service Centers.</b>		
• Annual reviews of subcontract vs. direct delivery	Admin	Annual
• Quality Assurance reviews / continuous improvement	TS	Quarterly
• Employer Satisfaction Survey	BSU	Annual
• Talent Satisfaction Survey	TS/D&I	Annual



## 2024-25 Essential Service Awards Overview

### New this year

Name change to honor the legacy of who the awards were named after.

Legacy video to reconnect to the history of the awards.

### Timeline

September 3 - 30, Call for nominations

- BSRs email business contacts, mention in employer meetings
- Directors, ITC leads and board members send emails to their networks calling for nominations
- ITC call for nominations in industry in meetings, newsletters & on social
- Press release and organic WMW social media
- WMW internal news
- Media partner social media ad, and WZZM Exchange Segment interview

Oct. 2-10, Scoring

Nov. 4-22 , On-site celebrations

- Emphasize employer recognition, on location surrounded by peers
- Follow WMW to like and share coverage on social media!

Feb 2025

- Economic Club of Grand Rapids Awards Event, legacy video premieres
- Press release
- Follow WMW to like and share coverage on social media!
- WMW internal news